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For more information about the Internet Security  
Alliance, please visit [www.isalliance.org](http://www.isalliance.org)

# *ISA 2001-2026*

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- Picture of 25<sup>th</sup> anniversary logo
- Also we need to discuss getting video of all board attendees with congrats to ISA messenger



# *ISA MISSION AND GOALS*

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**MISSION:** To integrate advanced technology with economics and public policy to create a sustained system of cyber security

## **GOALS**

- To provide thorough leadership on cybersecurity for government and industry
- To advocate for effective cybersecurity public policy
- To promote the use of effective standards, practices and technology for cybersecurity
- To keep the ISA, as an institution, strong



# *ISA HISTORY AWARDS*

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- Septate slide for 4 Corporate 100 awards
- Septate slide for 4 Four Reed Awards
- Septate slide for 4 Challenge Medal
- Septate slide for 4 Choice



# *ISA THOUGHT LEADERSHIP & POLICY*

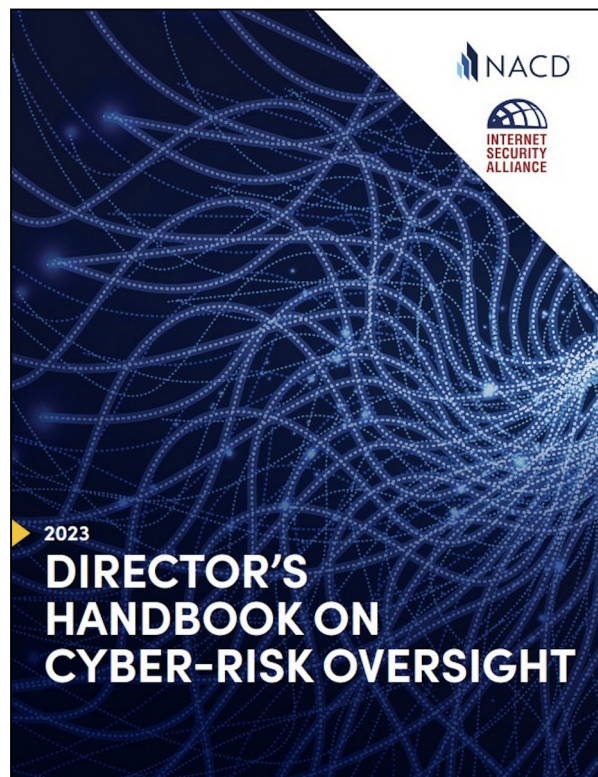
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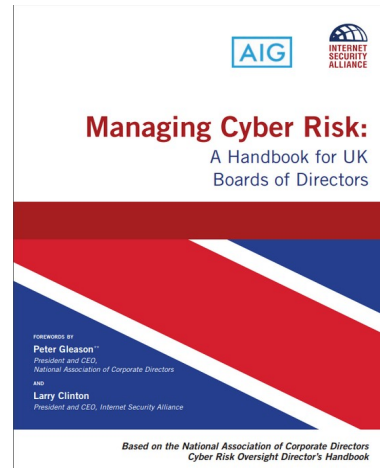
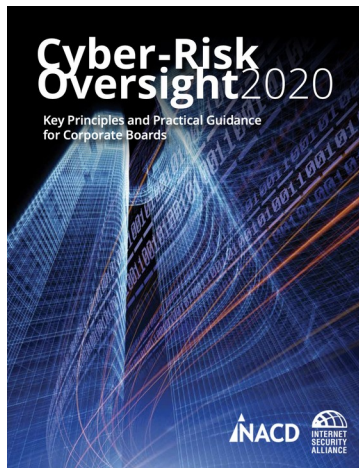
# *ISA-NACD CYBER RISK HANDBOOK --2026*

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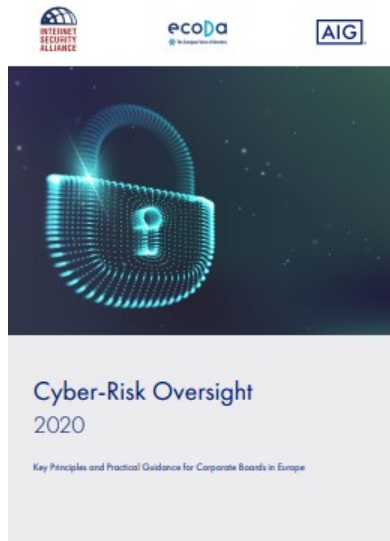




# ISA Board of Directors Cyber Risk Handbooks – U.S., UK, Germany, Europe, Latin America and Japan



## ISA Board of Directors Cyber Risk Handbooks – U.S., UK, Germany, Europe, Latin America and Japan





# *ISA PUBLICATIONS*

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- Cybersecurity for Business
- Earlier Social /contract books



# *ISA PARTNERSHIPS*

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# *GOALS FOR SPRING 2026 BOARD MEETING*

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- RECENT WORK ON ENTERPRISE RISK MANGEMTN WITH NACD – AND FUTUTRE US OR INTERNATIONAL ENGAGEMENT
- PUBLIC POLICY INTIATIVES – ISA'S ZERO COST PLAN TO ENHANCE CYBERSECURITY
- DEVELOPING A NEW ISA THREE YEAR PLAN BUILDING ON SOCIAL CONTRACT AND AI, QUANTUM WKFORCE AND OTHER ISSUES



# 2025- BD EVALUATION & FIVE-YEAR AVERAGE

2025      5 YEAR

## ISA GOAL #1 PROMOTING THOUGHT LEADERSHIP

MODE SCORE 5.0

## 5.0

MEAN SCORE 4.79

## 4.8

## ISA GOAL #2 ADVOCATING FOR PUBLIC POLICY

MODE SCORE 5.0

## 5.0

MEAN SCORE 4.88

## 4.8

## ISA GOAL #3 PROMOTING BEST PRACTICES

MODE SCORE 5.0

## 5.0

MEAN SCORE 5.0 12

## 4.9



# *COMMENTS THOUGHT LEADERSHIP*

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- “A key strength, bringing the board in as our secret sauce
- Defiantly a 5 -- all the aspects
- Our work gets to the highest levels.
- Based on comparison with other associations – ISA is a 10 on thought leadership by far more successful than other organizations we are in
- we are focused on what moves the needle



# *THOUGHT LEADERSHIP*

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- Look at the attention we get from the Congress—that is a big signal -- in tune with the right topics
- Very impressed identifying where we can make progress e.g. duplicative regulation
- Great picking up on the Trump Administration
- Couldn't find a way to do better
- Really good connections with WEF/EU
- The TL is why I'm part of the ISA.



# *THOUGHT LEADERSHIP*

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- Excellent, more could be done with more people
- WE need to revisit some of our goals
- We need to look at how we anchor in the book and come up with a top 10 list
- Are people listening to our TL? What does success look like – the NACD success is the test
- We need to expand the network exposed to ISA. ISA's is better than everyone else



# *POLICY ADVOCACY*

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- I don't know of another organization that does this as well as ISA.
- Our GR team is always impressed with the meetings we get regularly
- A great job, not just the meetings but the books and the blogs
- Everything take together it's all excellent, but we don't want to be picking sides as the majority may flit in 27
- others just are dabbling in policy they don't have the steady dedicated effort as at ISA



# *POLICY ADVOCACY*

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- Compared to other organizations we are in this is a 5 or whatever is the highest rank I can give –
- Don't know what else you can do
- Salon dinners are great
- ISA really makes a difference. Great team
- I talk to other CISOs, and they don't have the same opportunitis ISA provides. WE are at the table, not the "policy person"

# *POLICY ADVOCACY*

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- I gave it a 4.9. It would be a 5 but we need more balance
- Need to be more flexible with priorities – we need to be able to recalibrate
- We need to reform the website.
- How to get experts to dig deeper. Are there approaches beyond the board meetings?
- Maybe more on Executive side targeting the Administration

# *BEST PRACTICES*

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- Biggest feather in the ISA cap is work with the NACD, and directors see that ISA is the source – worth the price of admission
- High marks for the rigor in explaining the economic model for cybersecurity
- We can see the impact of the handbook—it gets the boards to ask the right questions
- Global desire to work with the ISA—is testament to the excellent work we do—especially the edited versions for EU/Germany and Japan

# *BEST PRACTICES*

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- The gold standard for ISA. Makes ISA unique cause it's not just technical
- Excellent! NACD is why we are involved
- Handbook is key for us. We use it in our work with partners. Our work gets to the highest levels.
- ISA has been the trailblazer. Once CS was a novelty for the board and now it's a central issue –ISA has a lot to do with that

# *BEST PRACTICES*

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- There is a cost to participate as it requires time but it's worth the reward
- Are we getting feedback, we need handbook stats to calibrate the impact
- The challenge is the pace—we do a great job but hard to keep up to meet the challenge—maybe we can give constant updates via AI
- Need a more coordinated promotion program – maybe with 1631 Digital



# *KEEPING ISA STRONG*

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- Keep going and follow the plan – NACD will help
- We are focused on the right things – we need to work on continuity
- Good addition of new talent
- Like the monthly reports
- There really is nothing like ISA—although others have elements of it – I prefer a smaller group like ISA. Very proud to be part of it

# *KEEPING ISA STRONG*

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- More concerned about this than ever before – we need to close on some new members
- This is the area where we have the most work to do. Clearly the landscape has changed
- Need to figure out how to recruit – brainstorming at the board meeting
- Need to justify based on what ISA provides and people can't get elsewhere – like policy changes



# *KEEPING ISA STRONG*

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- This is not a typical board – different model, –other boards have –narrower scope
- Maybe the board should break up into groups of 3 and report back to the board
- How do we get people to commit the time? It's a competition for mind-space
- We split costs between two levels – board should develop best practices for how to get dues approved –how are we selling ISA?



# *2026 NACD HANDBOOK*

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- 2026 COVER SHOT
- COVER SHOT OF AI SUPPLEMENT
- LIST PRINCIPLES AND THEN TOOL KIT CHAPTERS (W/AUTHORS)



# *Promotional Campaign*

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- Campaign Strategy: A phased authority campaign, not just a one-day release:
- 1. Launch with credibility and urgency
- 2. Deepen awareness and engagement through NACD member programming ISA Webinars
- 3. Extend lifecycle via Webinars NACD Chapters and stakeholders, ongoing media & conferences

# *Target Audiences*

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- Top tier business (WSJ, FT, etc.)
- Corporate governance (Agenda, Directors & Boards)
- Cyber (trades)
- Vertical trades (banking, pharma, healthcare)
- Attendees and other key contacts will receive an embargoed copy of the report.
- Individual follow up



# *Launch: Media Roundtable Objectives*

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- Position NACD, ISA and the handbook as a trusted sources for cyber governance insights
- Goal: 6–10 reporters from priority business, cyber/IT and governance outlets –45 min.
- Moderated discussion featuring an NACD member and representative from ISA board
- No formal presentation; conversation anchored by business and board priorities<sup>28</sup>



# *NACD-ISA Approach to Media Roundtable*

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- Peter Gleason focuses on progress boards are making on cyber and why handbook is so valuable
- Greg Touhill focus area how quickly technology is advancing and how important it is for security practice to keep pace through public private partnerships
- Jr Williamson will focus on the role of the CISO in enhancing board's ability to address cybersecurity as a matter of business strategy not a primarily technical issue
- Larry Clinton highlight the handbook process and how its use leads to significant positive security outcomes



# *PROMOTIONAL CAMPAIGN*

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- April 16 --Launch Media RoundTable
- 4/20-4/23 -- NACD Member Webinar/Social Media
- TBA ISA/NACD joint letter on Quantum
- May 1 -- December 15 ISA- NACD launch monthly webinars covering all sections of handbook (Kyndryl and 1631 Partner)
- October 11- 14 NACD Summit



# *INTERNATIONAL EDITIONS*

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- GERMAN FEDERAL OFFICE OF INFORMATION SECURITY (BSI) – THIRD EDITIONS
- EUROPEAN CONFERENCE OF DIRECTORS ASSOCIATIONS – THIRD EDITION
- JAPANESE FEDERATION OF BUSINESSES – SECOND EDITIONS



# *LUNCH DISCUSSION*

## *QUESTIONS FOR NACD*

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- Do we need to create supplements to the core handbook as we did in 2025, for AI, Quantum or other issues we anticipate prior to the next regularly scheduled edition of the handbook?
- Is there a way to generate reliable feedback from the board community on the new edition of the handbook which can better inform future editions?
- What advice does NACD have for ISA board members who will be participating in the webinar series enabling the ISA to better adapt to board needs regarding cybersecurity understanding



# *LUNCH DISCUSSION*

## *QUESTIONS FOR NACD*

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- Do we need to change the focus of future handbooks beyond “cybersecurity” or are other joint publications or projects between NACD and ISA needed or appropriate ? If so, what are they?
- Having done 5 editions of the handbook using the current model (Principles and tool-kits) do e need to change it and if so how? Why?
- Do we need to shorten the timeline between the publications of the handbooks (currently every three years?)



# *ISA THOUGHT LEADERSHIP & POLICY*

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# *FIVE PRINCIPLELS IN ZERO COST PLAN*

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- ELIMNATE DUPLICAITON  
INCYBERSECURITYU RGUALTIONS
- PUT ALL REMINING REGS ON COST BENFIT  
BASIS
- DEVELOP WORKFOCE VIA "CYBER VIRTUAL  
ACADEMY (PIVOTT ACT)
- REAUTHORIZE AND MODERNIZ THE 2015  
CISA
- BASE FUTURE POLICY ON A MACRO-  
ECONOMIC MODEL FOR CYBERSECURITY



# *ISA & NEW NATIONAL CYBER STRATEGY*

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# *ISA PUBLIC POLICY APPROACH*

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- REGULATION A POOR FIT FOR CYBERSECURITY
- CYBER BEST UNDERSTOOD FROM AN ECONOMICS POINT OF VIEW
- NEED ECONOMIC INCENTIVES TO OVERCOME DELTA BETWEEN PRIVATE SECTOR AND GOVERNMENT NEEDS RE CYBER RISK
- GOV & INDUSTRY NEED TO BE TRUE PARTNERS –NOT “STAKEHOLDERS” FOR EFFECTIVE CYBERSECURITY



# *REFINED 4 CURRENT ADMIN & CONGRESS*

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- TARGET UNIFIED GOP CONTROL OF CONGRESS AND ADMINISTRATION.
- ISA ZERO COST PLAN FOR CYBERSECURITY (CZP)
- LINK ISA CZP WITH NEW NATIONAL STRATEGY
- ESCALATION OF NATION STATE ATTACKS HIGHLIGHT ISA'S ECONOMIC GAP ARGUMENT
- ADMIN FOCUS ON DEREGULATION, COST CUTTING & NATIONAL SECURITY



# *PUBLIC POLICY TACTICS*

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- LEVERAGE BOTH CONGRESS AND THE ADMISTRATION CONSITENT WITH THEIR PHILOSOPY
- LEVERAGE POWER OF OMB
- HIGHLIGHT NATIONAL SECUIITY, NOT CONSUMER PROTECTION, AS BASIS FOR CYBER POLICY
- LEVERAGE POWER OF THE NDAA
- LEVERAGE BUDGET RECONCILIATION



# *NEW CYBER STRATEGY*

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- The White House has issued a new cybersecurity strategy with 5 “pillars” 1) shape adversary behaviors, 2) promote common sense regulation, 3) secure critical infrastructure, 4) encourage emerging technologies 5) build talent capacity.
- Connect with ISA Streamlining regulation effort, Cost Benefit Analysis Focus on Emerging Tech (NACD) PIVOTTAAct



# *GRAPHIC ON PATHWAYS*

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## *New FY26 NDAA Amendment: Cybersecurity Regulatory Harmonization*

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- Congress directs DoD to streamline cybersecurity requirements applied to the defense industrial base.
  - **Harmonize** DIB-related cyber requirements
  - **Remove duplicative / inconsistent** contract clauses
  - **Reduce contract-unique** requirements
- **Why it matters:**  
Validates ISA's push to **cut duplication** and gives DoD a mandate to simplify the cyber rules industry must follow.



# *Congressional Leaders on Cyber Reg Duplication*

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**“Eliminating the duplicative nature of cybersecurity regulations is the fastest and most cost effective way to improve our nation’s cybersecurity materially”**

-- Joint letter to OMB from Government Reform Committee Chair Comer and Homeland Committee Chair Green and several Subcommittee Chairs



# *CBA in New DHS Cyber Performance Goals*

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What changed from CPG 1.0 "Added Cost, Impact, and Ease of Implementation ratings to the CPG Report...Conduct a cost-benefit analysis (CBA) ... comparing quantified benefits and costs, (to) help justify the cybersecurity investment with more objectively defensible information...Consider costs for the CPG over its life. Benefits – Consider potential impacts, in financial terms," CISA Cybersecurity Performance Goals 2.0 12/12/25



## *COST-BENEFIT ANALYSIS (CBA) AMENDMENT – STATUS UPDATE*

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- Rep. Carlos Gimenez proposed an amendment to require DoD to apply cost-benefit analysis to cybersecurity regulations.
  - The amendment **did not make it into** the FY26 NDAA.
  - **Strong interest remains** on the Hill, and the concept continues to gain momentum
  - Several members and committees are now signaling openness to **CBA for cyber**, especially as compliance costs rise.
- Why this matters for ISA:
  - Confirms growing concern about **burdensome and duplicative cyber mandates**.
  - Keeps ISA's CBA proposal **alive and well-positioned for future NDAA**.



# *OMB on Quantification & Cost Benefit Analysis --*

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“When quantification is possible agencies should relay only on quantitative grounds when repealing rules...consistent with specific **demands for cost benefit analysis and the emphasis the Supreme Court has placed on cost quantification..**”

**Agencies must consider cost– most importantly cost of compliance before deciding if a regulation is appropriate or necessary” OIRA 11/25**



# *Carincross on Cybersecuioty Academy*

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“As part of that project the government will **create a cybersecurity education academy** that links existing program and help teach people how a cybersecurity culture works”



# *Andrew Garbarino: Chair Homeland Security Com*

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- Mr. Garbarino took over the Chairmanship of the full Homeland Security Committee after the former Chair, Mark Green, left the Congress. Prior to taking over the full Committee Mr. Garbarino was Chairman of the Subcommittee on Cybersecurity. In 2022 ISA presented Mr. Garbarino ISA's "McCurdy Award for Policy Innovation" in recognition for his work getting ISA's pilot program on workforce development included in the National Defense Authorization Act (NDAA).



# *Andrew Garbarino: Chair Homeland Security Com*

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- Mr. Garbarino has been an advocate for eliminating duplicative cyber regulations; however, the Homeland Security Committee does not have jurisdiction over broad regulatory issues. The Committee would, however, be a vital partner if the legislation was moved through either the Oversight Committee or via the NDAA through the Armed Services Committee or via budget reconciliation.



## ***Eric Burlison, Chair Economic Growth, and Regulatory Affairs***

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Mr. Burlison is a member of the Oversight and Government Reform Committee and Chairs the subcommittee on Regulatory Affairs. The Oversight Committee has jurisdiction over the Office of Management and Budget (OMB). Should legislation be needed for that purpose it would go through Congressman Burlison's Committee. He also serves on the Subcommittee on Government Efficiency (DOGE) He's also a former software engineer at Cox-Health/Cerner, so he understands systems from the technical side, not just the policy side.



## *Bryon Donalds, Member House Oversight and Government Reform Committee*

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- Mr. Donalds services on both the Subcommittee on Economic Growth and Regulatory Affairs as well as the Subcommittee the Military and Foreign Affairs. As a member on both these key subcommittees Mr. Donalds voice is critical in processing ISA's major legislative priorities on eliminating duplicative cyber regulation and cost benefit analysis



## *William Timmons, Chair Subcommittee on Military and Foreign Affairs*

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- Mr. Timmons sits on the Oversight and Government Reform Committee and Chairs the Subcommittee on Military and Foreign Affairs. As Chair of the Military Subcommittee on Oversight Mr. Timmons' voice would be critical in making that argument and assuring the Oversight Committee's agreement. Mr. Timmons also services on the Committee on Financial Services and the Subcommittees on Government Efficiency and Digital Assets and Artificial Intelligence



# *ROBIN CLESTINO GC*

## *ONCD*

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- As General Counsel, Ms. Celestino plays a key role in translating policy into legal and regulatory frameworks including leading the ONCD efforts on addressing regulatory overlap, liability, and compliance structures. She can also contextualize ISA's efforts on protecting critical infrastructure, promoting emerging technologies such as AI and quantum and workforce development





# *How the FY27 NDAA Is Made: Standard Annual Process*

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The NDAA follows a predictable, year-long legislative cycle.



Understanding the timeline positions ISA to influence critical stages.



Flow:



Budget → Hearings → Subcommittee Work →  
Marks → Floor → Conference → Final Passage →  
Signature



## *Stage 1: Budget Submission & Posture Hearings (Feb–May 2026)*

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President submits FY27 request; DoD & Services provide posture statements.



HASC & SASC conduct posture hearings with senior defense leadership.



Committees begin drafting NDAA text and considering amendments.



ISA engages early to shape AI & cybersecurity themes.

## *Stages 2 & 3: Committee Marks → Floor Action → Conference (May–Sept 2026)*

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May–July:  
Committees  
complete markups  
and vote bills out.



July: House and  
Senate debate and  
pass their NDAA  
versions.



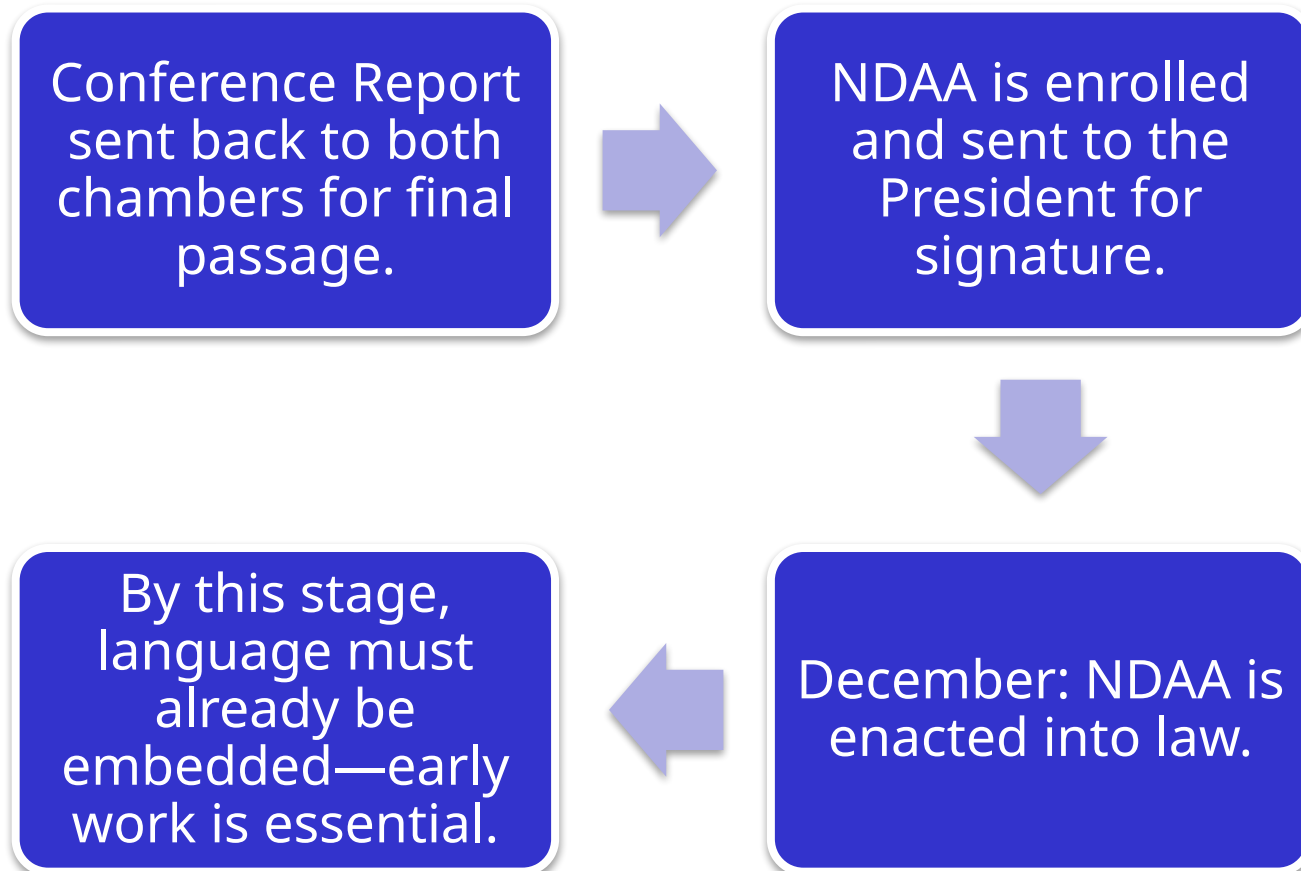
Aug–Sept:  
Conference  
Committee  
reconciles  
differences.



Early shaping  
improves survival  
of ISA priorities in  
conference.

## *Stage 4: Final Passage & Enactment (Sept–Dec 2026)*

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# *Why ISA Is Engaging Early for FY27*

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FY27 is positioned to make AI & Cybersecurity defining NDAA themes.

ISA is shaping posture, hearing inputs, and early draft concepts.

Strengthens ISA's role as industry leader on cyber regulatory modernization.

Maximizes chances ISA provisions survive conference negotiations.

Aligns ISA's legislative agenda with emerging national-security imperatives.



# *Board Discussion on AI*

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- Michael Woods Slides



# *BOARD DISCUSSION ON QUANTUM*

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- SEAMUS SLIDE 1 AND 2



# *MEMBERSHIP DEVELOPMENT*

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